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26 January 1989

MEMORANDUM FOR: Director of Personnel
Director of Security
Director of Medical Services

FROM: R. M. Huffstutler
Deputy Director for Administration


SUBJECT: Employee Selection and Suitability

1. The new personnel processing procedures have been in place for a couple of years and we have gathered a lot of experience and data. I think it is an appropriate time to revisit a series of related issues dealing with employee selection and suitability criteria as well as the procedures we use to introduce these criteria into the hiring process. A desirable outcome of this investigation would be to sharpen up our criteria, improve the effectiveness of our hiring process or to reduce the personnel processing period without sacrificing our high standards. I want to be sure as well that our efforts to attract promising minority candidates are compatible with our selection criteria and screening guidance.

2. By 6 November, please conduct a two-part review which encompasses standards and procedures. The review should encompass all selection and suitability criteria and revalidate their utility and necessity, or propose revised criteria where necessary. All procedures should be reviewed, from the guidance given collectors in the field, to the handling of files and people at Headquarters to EOD activities. Our recent experience may offer ideas for streamlining the process.

3. In conjunction with the Director of Security and Medical Services, the Director of Personnel will take the lead in organizing the review. An overview of the findings and an action plan for proposed changes should be made available to members of the Executive Committee on completion of the effort. Because of widespread interest in the hiring process, it would be appropriate to invite participation from the other Directorates.

STAT


R. M. Huffstutler

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